

The concept of 'resilience' in crime risk management

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Resilience – what's in a name

- Use of concept 'resilience' has grown to deal with complex world
- Trendy buzzword?
- Concept not new, just expanding among disciplines
- Diverse use of the concept, depending on disciplines
 - Oxford dictionary: *'ability of substance or object to spring back into shape'*; ISO guide 73:2009: *'adaptive capacity of an organization in a complex and changing environment'*
- An approach within risk management
- Not 'one-size-fits-all' approach in security risk management
- Frame not clear cut:
 - Process (building resilience)
 - Outcome (being resilient)
- Shift away from strict security mindset to more dynamism



From 'bouncing back' to 'adaptation'

	Resilience: Bounce back	Resilience: Adaptation
Results in:	Static outcome, where the objective is to return to existing function.	Dynamic process that results in an adaptive response to disturbance.
Temporal span:	Resilience is attributed if normal function is returned quickly.	Longer; characterized by social learning and reflection.
Applicable to:	Entities or system components whose value (or service) lies in a specific function.	Entities or system components whose value lies in the management and proper functioning of systems or system components.

Giroux & Prior, 2012



Resilience in the dimensions of social systems

- Engineering/physical
 - Returning to equilibrium (material)
 - Robustness and redundancy (technical systems)
- Psychological (individual)
 - Operate normally in the face of trauma of adversity, coping strategies
 - Intrinsic/'within-person' characteristics
- Business/Economic
 - Business continuity management
 - Returning to previous state & adjustment to a new business state or environment
- Ecological
 - Small scale: absorb disturbance and maintain function ('balance of nature')
 - Complex systems: adaptive process characterised by systemic re-organisation, renewal and development (sustainability)
- Community
 - Disasters: community vulnerability to emergency response/preparedness (dynamic)
 - Community attributes: social capital, shared learning, leadership, trust, sense of community and attachment to place influenced by community structures, geographies, demographics, institutions and infrastructures



Resilience typology

Resilience type (dicipline)

Resilience expression

Engineering/physical

Psychological/individual

Economic

Ecological

Community

Static

RESILIENCE

Dynamic

Bounce back: recovery to pre-event function, characherised by stability

Adaptation: application of social/experimental learning

Giroux & Prior, 2012

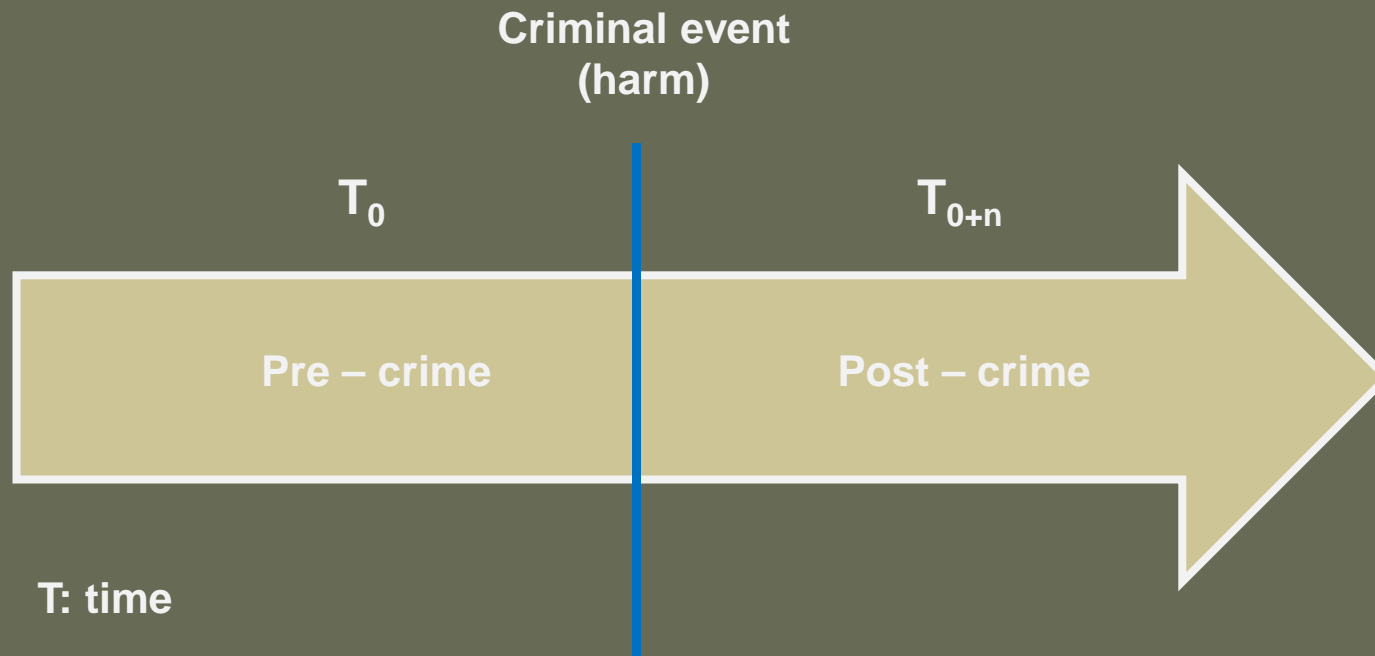


Research into vulnerability to crime in economic sectors

- *Central question: What makes economic sectors vulnerable to (organised) crime?*
- *Under research: Belgian goods transport sector and hotel and catering industry*
- *Empirical basis: international literature, 75 in-depth interviews and conversations with sector professionals, public servants, law enforcement agents, NGOs, academics and convicted criminals and a study of 48 police and customs case files*



Temporal dimensions of vulnerability

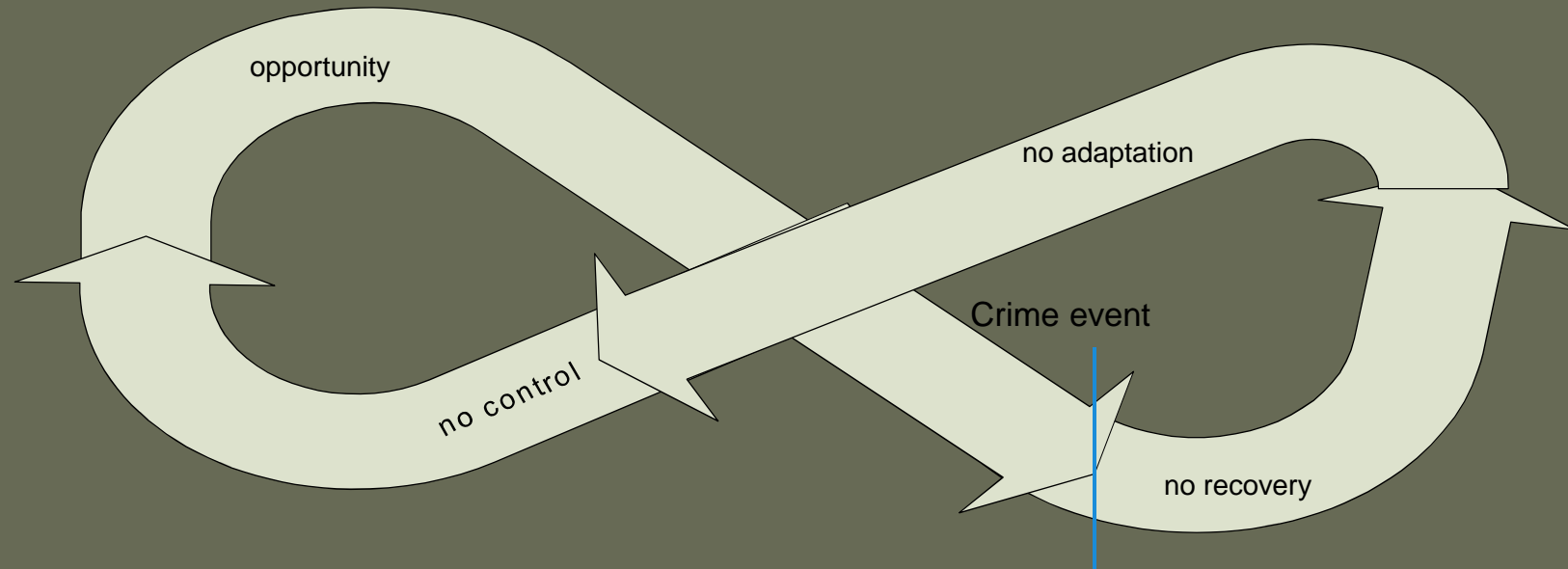


Vulnerability to crime framework

Vulnerability to (organised) crime			
Pre-crime conditions		Post-crime conditions	
Opportunities	Inadequate control	Lack of recovery	Lack of adaptation
Weak financial situation of the enterprise	Inadequate sector entrance checks	No financial back-ups	Lack of communication on crime risks
Lack of crime prevention measures	Lack of key positions checks	No redundancy/ back-up in business systems	Lack of employee awareness
Inadequate legislation	Lack of business partnership checks	No contingency/ continuity planning	No flexibility in enterprise structures



Crime risk management dynamic



Resilience in crime risk management

- Resilience expression: Adaptation is central in crime risk management
- Dynamic learning process
- Less about bouncing back to initial state



Crime risk management in resilience typology

Resilience type (discipline)

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Crime risk management

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Dynamic

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Discussion

- Is there resilience in crime risk management in your sector?
- How is the concept of resilience being implemented in practice?
- What are the limitations/opportunities in working with resilience?



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